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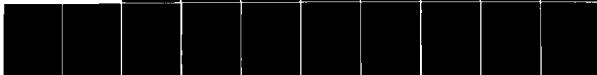
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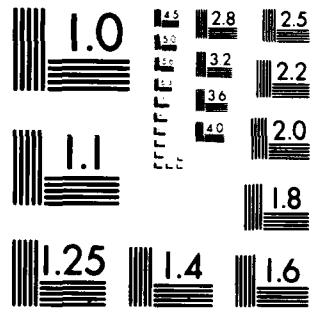
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A Re-Examination of the
Mobley, Horner & Hollingsworth Model of Turnover:
A Useful Replication

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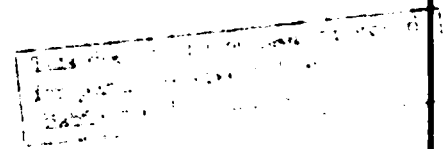
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The empirical validity of the Mobley, Horner & Hollingsworth model of employee turnover was tested with clerical employees. Results were consistent with the model in that only intention to quit exhibited a significant regression coefficient in the prediction of turnover. Implications for future research in the area are discussed.			

A Re-Examination of the
Mobley, Horner & Hollingsworth Model of Turnover: A Useful Replication

Employee turnover has stimulated much research because of its important consequences to both individuals and organizations. Literature reviews on turnover (e.g., Brayfield & Crockett, 1955; Herzberg, Mausner, Peterson, & Capwell, 1957; Porter & Steers, 1973; Schuh, 1967 and Vroom, 1964) indicate that job satisfaction serves as an important factor in the withdrawal behavior of employees. Locke (1976), however, notes that although the relationship between job satisfaction and turnover has been consistently negative and significant, the correlations are usually less than $r=.40$. It was evidence such as this that prompted Porter & Steers (1973) to suggest that emphasis be placed on the entire withdrawal process rather than a preoccupation with the direct relationship between job satisfaction and turnover.

More recently, Mobley (1977, 1978) suggested that job satisfaction was only one of a possible set of precursors of actual turnover. Based on the theoretical work of March & Simon (1958) and Locke (1968, 1976), Mobley (1977) developed a model in which job satisfaction served to stimulate thinking of quitting which in turn led to an evaluation of the expected utility of the search for another job, the intention to search for an alternative, actual search, evaluation of the alternatives, intention to quit and finally the decision to quit or stay. It was further postulated that intention to quit was the immediate precursor of turnover, which is a conclusion consistent with theoretical models that emphasize the strength of attitudes and intentions on behavior (Fishbein, 1967; Locke, 1968; Locke, Cartledge & Knerr, 1970) over and above an affective aspect.

Mobley tested a simplified version of his model (see Figure 1) in a study utilizing hospital employees (Mobley, Horner & Hollingsworth, 1978). The primary purpose of that research was to determine how the model components combined in affecting turnover. A secondary purpose was to test the specific hypothesis that the effect of job satisfaction on turnover was indirect through various links in the model rather than direct. The results of Mobley's study were consistent with the model in that intention to quit exhibited the strongest correlation with turnover and that the effect of job satisfaction was to stimulate thinking of quitting and the subsequent intentions rather than actual turnover.

A replication of this study was performed (Miller, Katerberg & Hulin, 1979) which supported the empirical validity of the Mobley et.al (1978) turnover model. There were, however, major differences between the original study (Mobley et.al., 1978) and this replication. The sample used were national guardsmen. These people were part time employees whose voluntary withdrawal from a military organization was prohibited by prior obligation or commitment. Turnover was defined as the decision to re-enlist or not to re-enlist in the organization after a set period of time and for a determined period of time. The difference between this withdrawal situation and that of organizational employees is obvious and important. In an attempt to improve reliability, Miller et.al. (1979) also used composite variables as predictors. The construct of withdrawal cognitions consisted of the variables thinking of quitting, intention to search and intention to quit. The construct of career mobility consisted of the variables age/tenure and probability of finding an acceptable alternative. Also, an R^2 change analysis was used in the interpretation of the data in place of the regression coefficient significance testing used in the original Mobley et.al. (1978) study.

Even though the results indicated that withdrawal cognitions contributed variance in the prediction of turnover independent of job satisfaction and career mobility, the aforementioned adaptations call for a replication which is more similar in nature to the original Mobley et.al.(1978) study.

The present research represents a closer replication of the Mobley et.al. (1978) study, which provides not only a strong test of the original model but also addresses some of the problems inherent in research on employee turnover (Muchinsky, 1978). In this study, turnover was precisely measured as the number of voluntary terminations recorded in a 3 month period, thus bypassing problems associated with nebulous, unspecified or multiple measures of turnover. A predictive design was used to enhance the methodological rigor of the study. Other factors such as the sample used and the economic conditions which prevailed throughout the study provided a good testing ground for the type of model of employee turnover being investigated. The sample consisted of clerical personnel in a large educational institution in which the annual turnover rate is 35-45%. The unemployment rate in the city in which the institution is located is under 4%. For the duration of the study high job availability was indicated by 8-12 pages of clerical job opportunities advertised in the Sunday newspaper. Thus it appears that the Mobley model which emphasizes the relationship between attitude and intentions would be strongly tested because of the control the individual subjects had over their withdrawal behavior.

The model being tested in the present study is altered slightly from the original Mobley model to reflect theoretical beliefs and subsequent research findings. In both the Mobley et.al. (1978) and Miller et.al (1979) studies probability of finding acceptable job alternatives served to predict thinking of quitting over and above a direct relationship with intention to search and intention to quit. This has been incorporated in the model

under investigation (see Figure 2). In the previous studies dealing with this model of turnover (Mobley et.al., 1978; Miller et.al.,1979) age and tenure have been combined to represent one variable in order to deal with problems of parsimony and collinearity. Although these two variables appear to operate in the same fashion in relation to turnover (e.g., Marsh & Mannari, 1977; Porter & Steers, 1973; Price, 1977) the rationale behind their combination in this particular situation seems unsound. When there is high employment availability it does not necessarily follow that age and tenure will be highly intercorrelated and may thus operate as separate variables. Therefore in this study age and tenure are to be examined as separate predictor variables. According to the model under investigation age and tenure will affect withdrawal indirectly through job satisfaction and the probability of finding an acceptable job alternative. This latter variable is hypothesized to affect turnover only indirectly through the intention variables.

Therefore, according to the model being tested it is hypothesized that

- 1) Intention to quit will be the only variable to exhibit a direct relationship with turnover.
- 2) Job satisfaction will affect turnover only indirectly (and with decreasing strength) through thinking of quitting, intention to search and intention to quit.
- 3) The probability of finding an acceptable alternative will affect turnover indirectly through thinking of quitting and intention to search.
- 4) Both age and tenure will influence turnover only indirectly through job satisfaction and probability of finding an acceptable alternative.



METHOD

Subjects

Questionnaires were administered to 65 full-time clerical employees of a large southern university. Employees were given release time from work to attend data collection sessions. Participation was voluntary. All employees who attended the sessions participated.

Measures

The predictor and criterion measures were included in a large general employee attitude survey. The Hoppock Scale (1935) was used to measure job satisfaction.

The approach advocated by Fishbein (1967) for tapping intentions was used. Thinking of quitting, intention to search, intention to quit and probability of finding an acceptable alternative were assessed using the following respective items with appropriate anchors:

How often do you think about quitting your job and leaving _____?

What are the chances that you will go out and look for another job within the next three months?

What are the chances that you will quit your present job and leave _____?

If you quit your job at _____ what are the chances that you would be able to find another job as good as, or better than, your present job?

The turnover criterion was coded 2 for voluntary turnover and 1 for staying or being promoted within the organization. Turnover data were collected approximately three months following survey administration. Voluntary turnover during this period was 10.8%.

RESULTS

Correlations among the variables are presented in Table 1. Only tenure, job satisfaction and intention to quit were significantly related to turnover, with tenure and job satisfaction having a negative relationship and intention to quit a positive one. Age, while not related to turnover, is significantly related to job satisfaction and tenure (positively) and intention to quit, intention to search and probability of finding an acceptable alternative (negatively). Satisfaction is positively related to age and negatively related to the withdrawal cognitions (intention to quit, intention to search, thinking of quitting) and probability of finding an acceptable alternative. Probability of finding an acceptable alternative is negatively related to age, job satisfaction and positively related to withdrawal cognitions. The withdrawal cognitions, besides being significantly intercorrelated, are negatively related with job satisfaction.

The standardized regression coefficients for the various multiple regression equations are reported in Table 2. Intention to quit has the only significant coefficient in the equation predicting turnover. Intention to search and thinking of quitting contribute significantly to the prediction of intention to quit, with thinking of quitting exhibiting the weaker effect. Thinking of quitting has the only significant coefficient in the equation predicting intention to search. Both job satisfaction and probability of finding an acceptable alternative have significant coefficients in the prediction of thinking of quitting. In this context, job satisfaction and tenure show no direct effect on turnover. As also hypothesized by the model, the strongest coefficient in the prediction of a particular variable is possessed by that variable which immediately precedes it in the model.

DISCUSSION

The empirical validity of a slightly modified Mobley et.al (1978) model of turnover was upheld by the data in this study. Intention to quit had the strongest and only significant effect on turnover of all the variables studied in the context of the hypothesized model. With all variables included in the model, job satisfaction significantly affected only thinking of quitting. Thus, it would appear that although tenure and job satisfaction have significant bivariate correlations with turnover, they both contributed nothing beyond what is accounted for by intention to quit. Therefore, these data appear to support the concept of the strength of intentions over and above that of affective reactions in determining behavior. The implication of this for those concerned with controlling turnover in organizations is that interventions designed to deal with this problem can extend beyond the realm of affect (job satisfaction) into the more cognitive, behavioral and economic areas.

An interesting finding is that tenure consistently exhibited a significant bivariate correlation with turnover and age did not. This may reflect the nature of the job market and the present high demand for clerical personnel. People with secretarial skills are valued assets and therefore organizations may be extending benefits to reward these people for remaining in the organizational work force. It would not seem, however, that age would necessarily affect turnover because secretaries of all ages know their skills are very marketable.

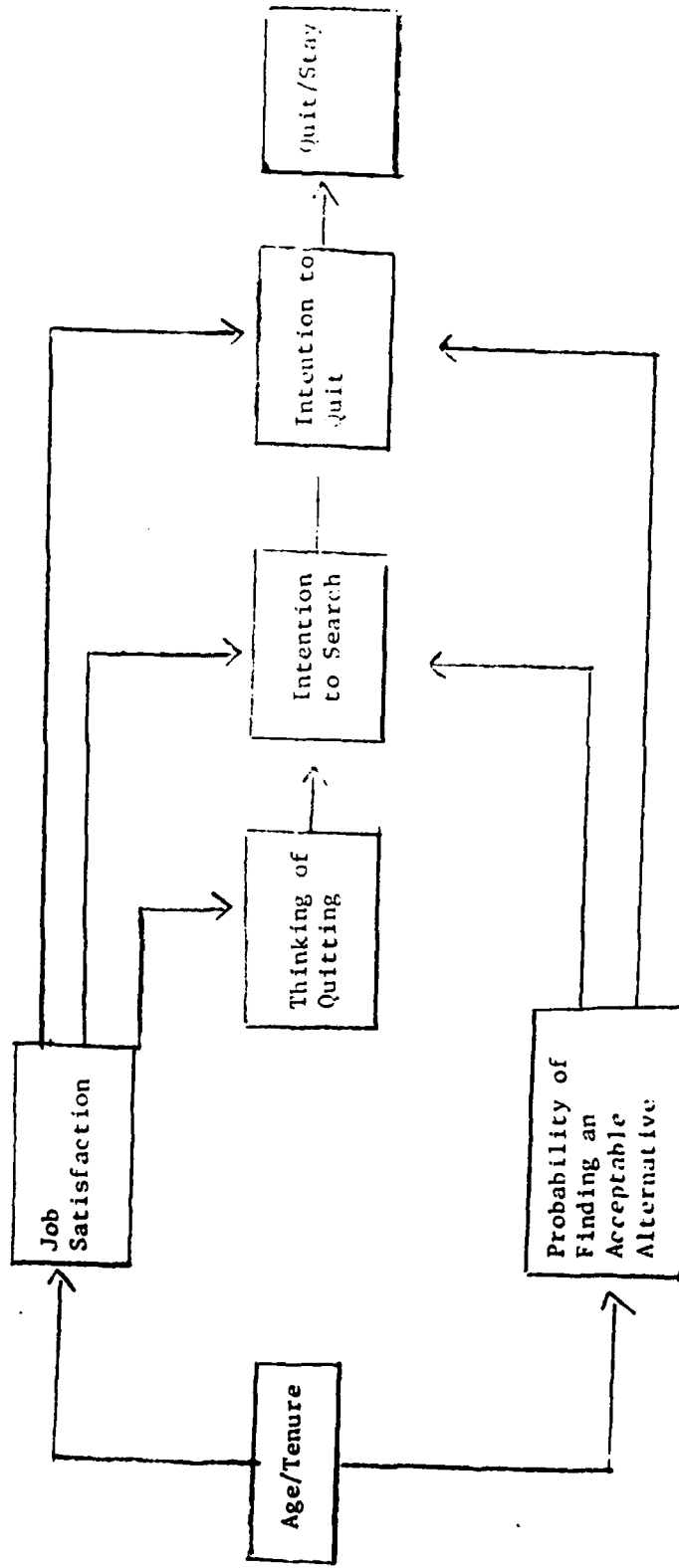
Probability of finding an acceptable alternative did have the hypothesized effect on thinking of quitting but failed in the prediction of intention to search. It would seem that the ascertainment of whether an acceptable job opportunity exists occurs very early in the withdrawal

process and then once established, exerts no significant influence on further actions toward turnover.

There are a few problems inherent in this study. The small sample size and the large number of variables severely limit the power of the study in the detection of significant results. This could cause the lack of significant bivariate correlations. This power problem added to the suspect reliability of one question measures seem to indicate that replication is warranted.

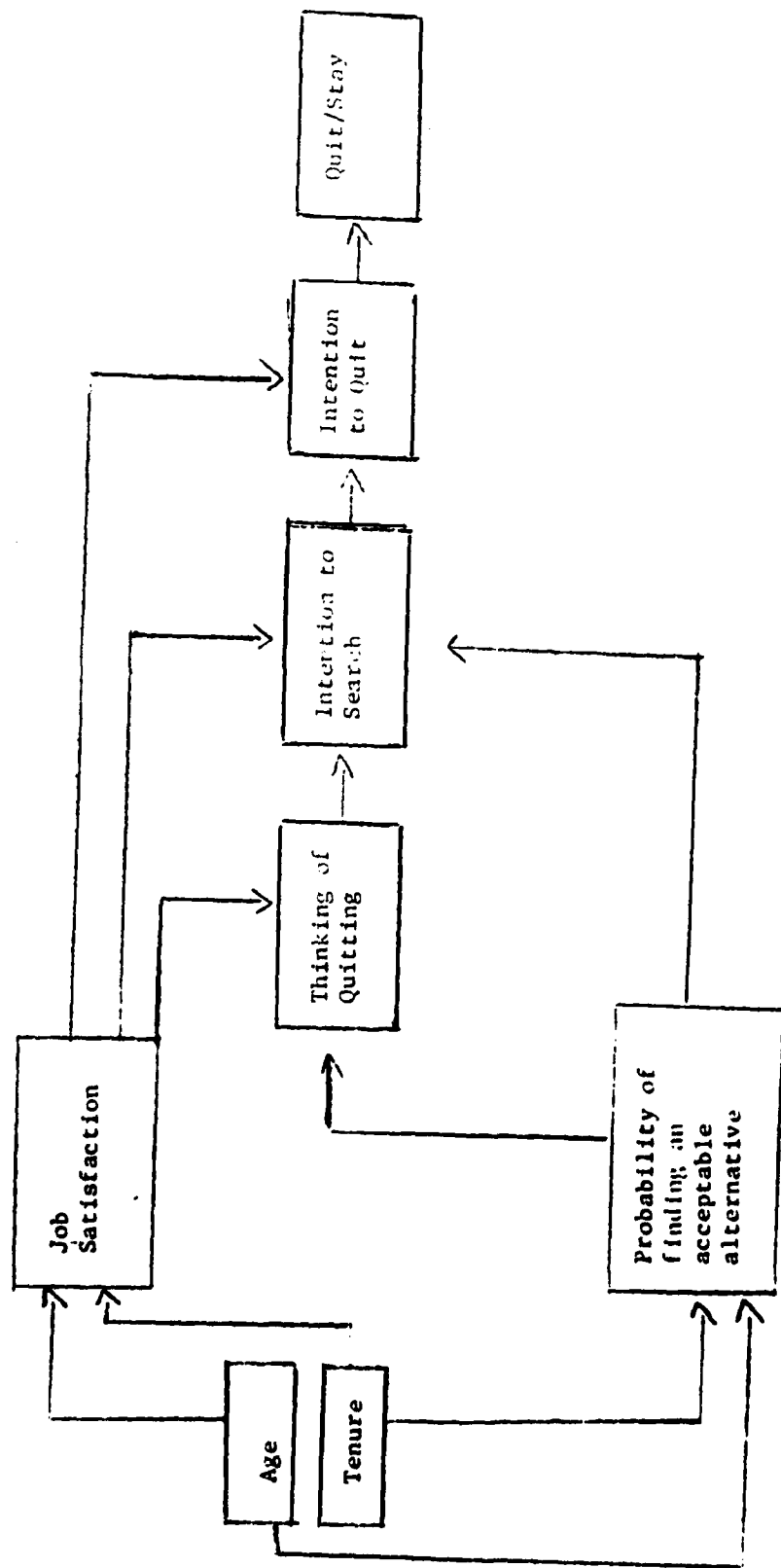
The amount of variance explained by the full model, although significant, is far from unity. There are a few plausible explanations for this. First is the power problem discussed above. The second involves the inability of the model to incorporate such variables as impulsive quitting and the failure to deal with changes in attitudes, intentions, economic conditions, organizational variables and task characteristics that may have occurred between measurement and turnover (Mobley et.al., 1978). Another explanation involves the restriction of available variance to be accounted for when a dichotomous variable with a low base rate (in this case 10.8%) is used. In order to deal with this dilemma the course to follow in future research in this area might be to concentrate on the prediction of intention rather than actual turnover.

FIGURE 1



Model used in Mobley et.al.(1978) study

FIGURE 2



Model used in the present research

TABLE 1

CORRELATIONS AMONG THE VARIABLES

	Age	Tenure	Job Satisfaction	Thinking of Quitting	Intention to Search	Intention to Quit	Probability of Alternative	Turnover
Age								
Tenure	.54**							
Job Satisfaction	.28*	.17						
Thinking of Quitting	-.24*	.03	-.60**					
Intention to Search	-.18	.05	-.54**	.70**				
Intention to Quit	-.29*	-.11	-.55**	.73**	.84**			
Probability of Alternative	-.30*	-.03	-.33**	.55**	.40**	.35**		
Turnover	-.22	-.28*	-.27*	.19	.21	.39**	.23	

Note: N=65

* $p < .05$ ** $p < .01$

TABLE 2

STANDARDIZED REGRESSION COEFFICIENTS AND MULTIPLE CORRELATIONS

Predictor Variables in Equation	CRITERION VARIABLE			
	Turnover	Intention to Quit	Intention to Search	Thinking of Quitting
Intention to Quit	.74**			
Intention to Search	-.37	.67**		
Thinking of Quitting	-.27	.30**	.57**	
Probability of alternative	.25	.10	.13	.36**
Job Satisfaction	-.13	-.01	-.19	-.49**
Age	.08	-.06	-.03	.10
Tenure	-.18	-.13	.08	.18
Multiple R	.53**	.88**	.72**	.73**

Note: N=65

* $P < .05$ ** $P < .01$

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